

# **EXHIBIT 212**

to the Declaration of  
Lisa J. Cisneros in Support of  
Plaintiffs' Opposition Briefs

**REDACTED VERSION**



# Global Talent Attracting Senior Talent

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# Overview

- Sourcing top talent / Talent Target
- Declines and Reasons
- Talent Attraction Challenges
- Next Steps

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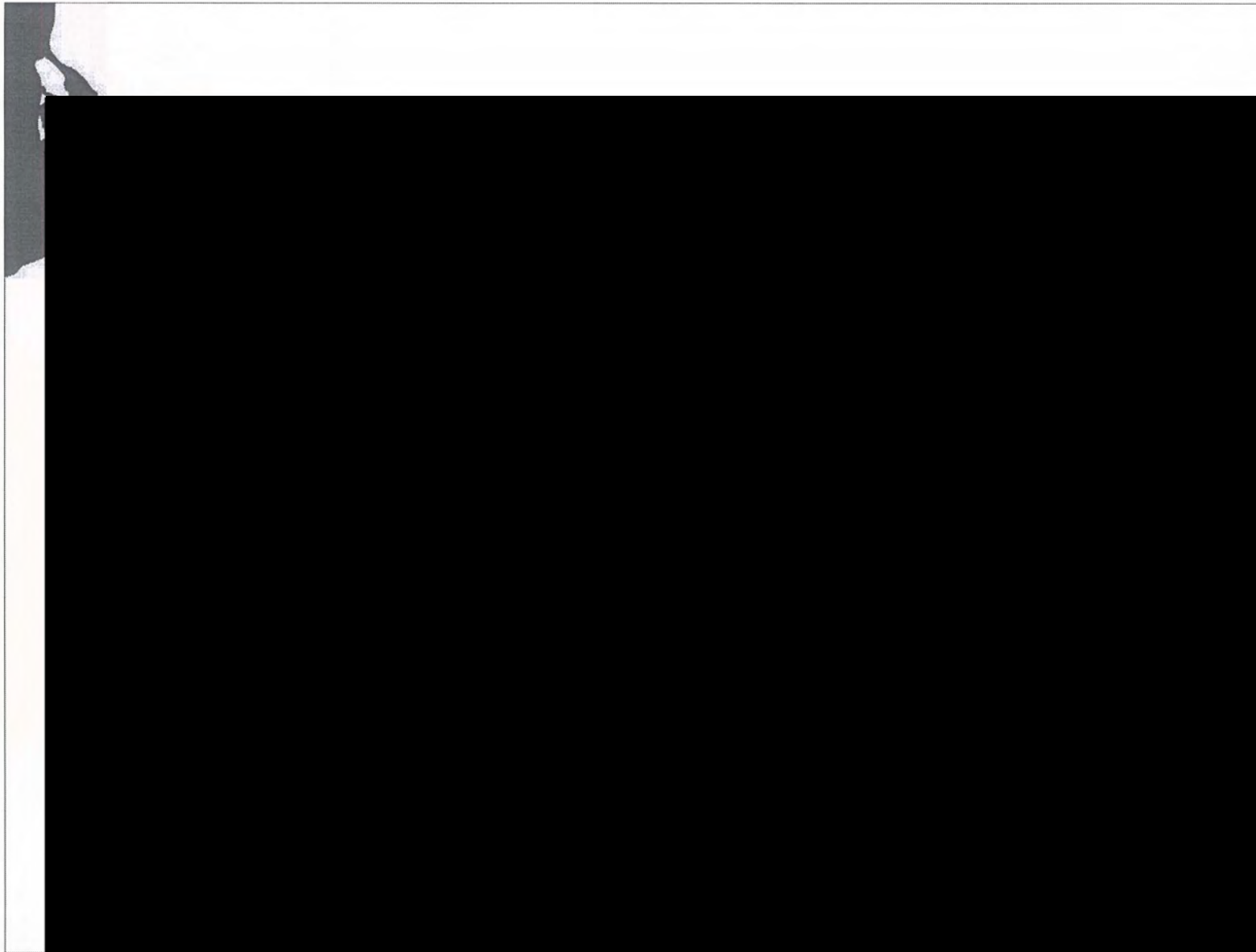
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# Sourcing Top Talent

*\*focus on senior talent*

- Focus on “passive” talent
- Why “passive” talent?
  - top performers tend to be entrenched, “heads down” may be “willing to listen” **if the right opportunity** is presented
  - Top stars want an “agent” – our in house team has become “agents”
- **Challenge – top performers carefully consider career choice – content of work, level of impact, reporting relationship, title and compensation are all key factors**



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## Criteria Used to Consider Top Talent

- **Qualified**

- Are they Qualified (skills/knowledge/talents/values)?
  - Can they Scale?
  - Do they have trajectory?

- **Interested**

- Are they interested in the role ?
  - Do they support Adobe's strategic direction?

- **Attractable**

- Do we have a compelling offer and opportunity?

- \*Need to have all three to close a candidate





## Market Dynamics

- **Competitive Market**
  - more difficult to find (1) qualified (2) interested and (3) attractable “A-Players”
  - All 3 criteria is imperative in making a solid hire
- **Qualified**
  - Limited supply of qualified top talent
- **Interested**
  - needs to be a win/win for candidate
  - right position level, appropriate career move, title are all very important up front
  - Increase in the discussion closing before it opens (i.e. if the position is not at the right level for the candidate the discussion closes before it opens)
- **Attractable**
  - finding a sharp increase to candidate attrition during the interview process
  - total rewards must align to secure candidate



# Rejected Offer Overview



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# Reasons for Declines


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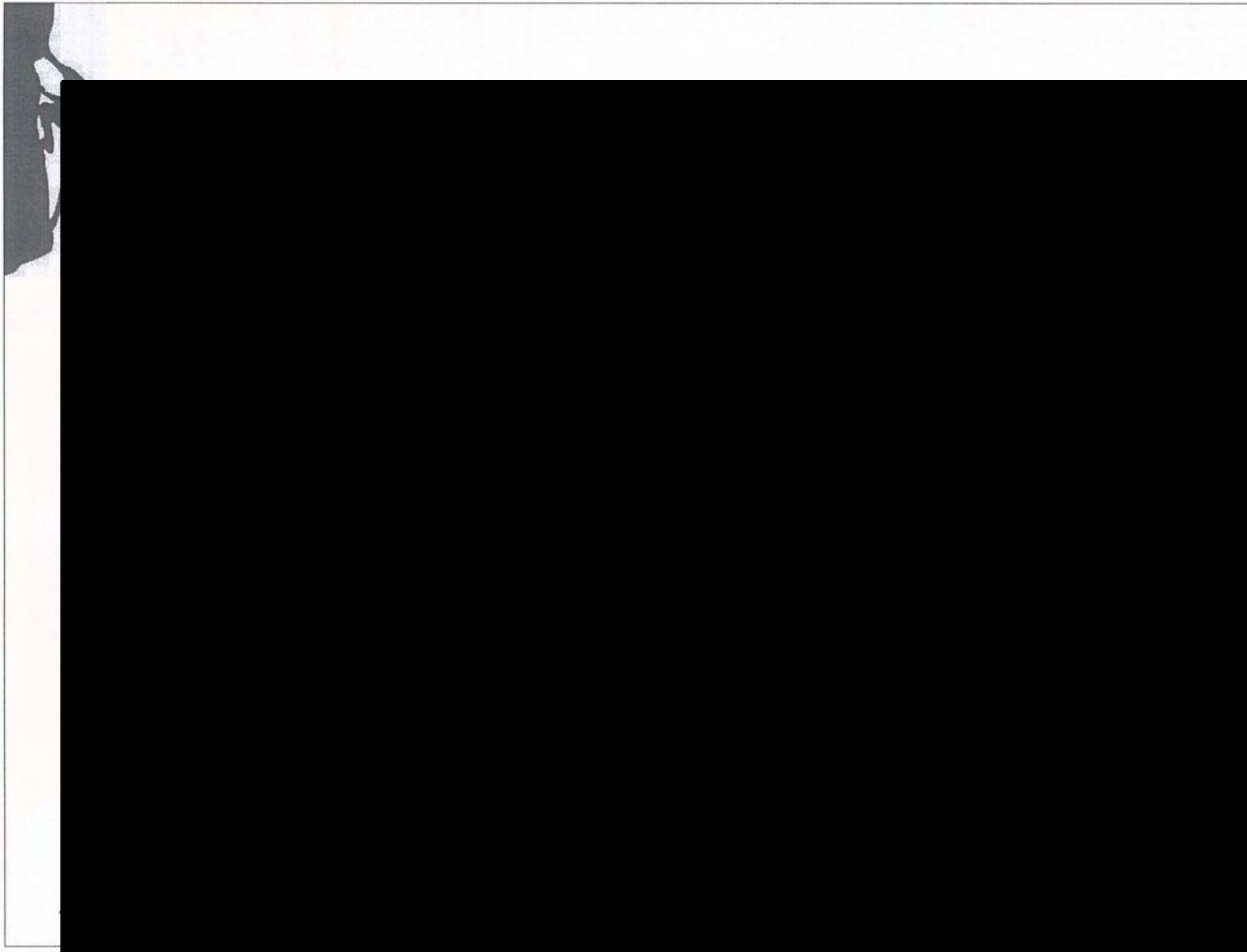
# Closer Look at Declines



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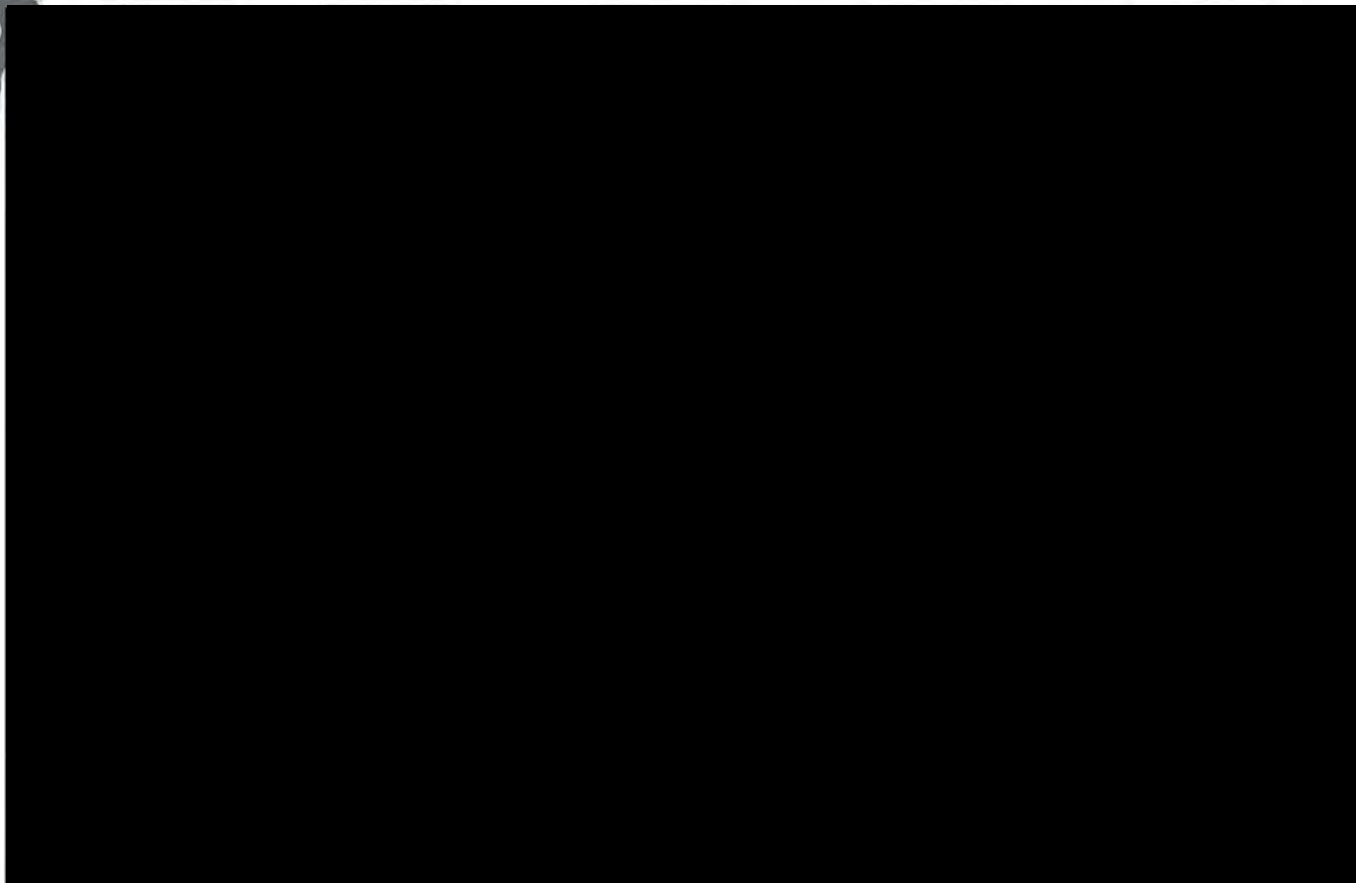


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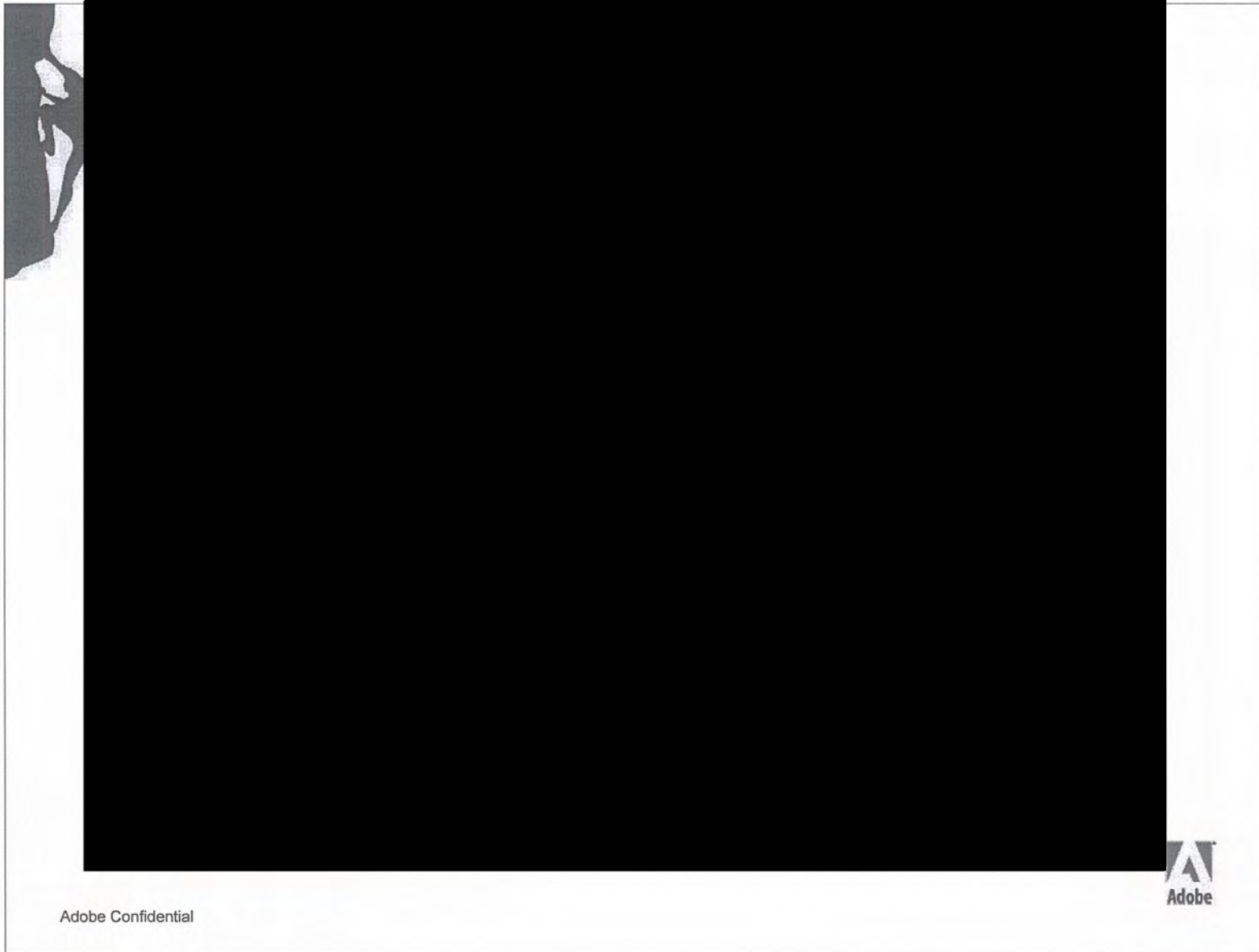
## Sample Promises of Other Accepts



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## **What “Top Talent” ask themselves when entertaining an opportunity at Adobe?**

- **Is this a lateral move?**
- **Am I taking a step back?**
- **What does this say about my career path?**
- **Does money fix this?**
- **Why doesn't Adobe think I'm at this level?**

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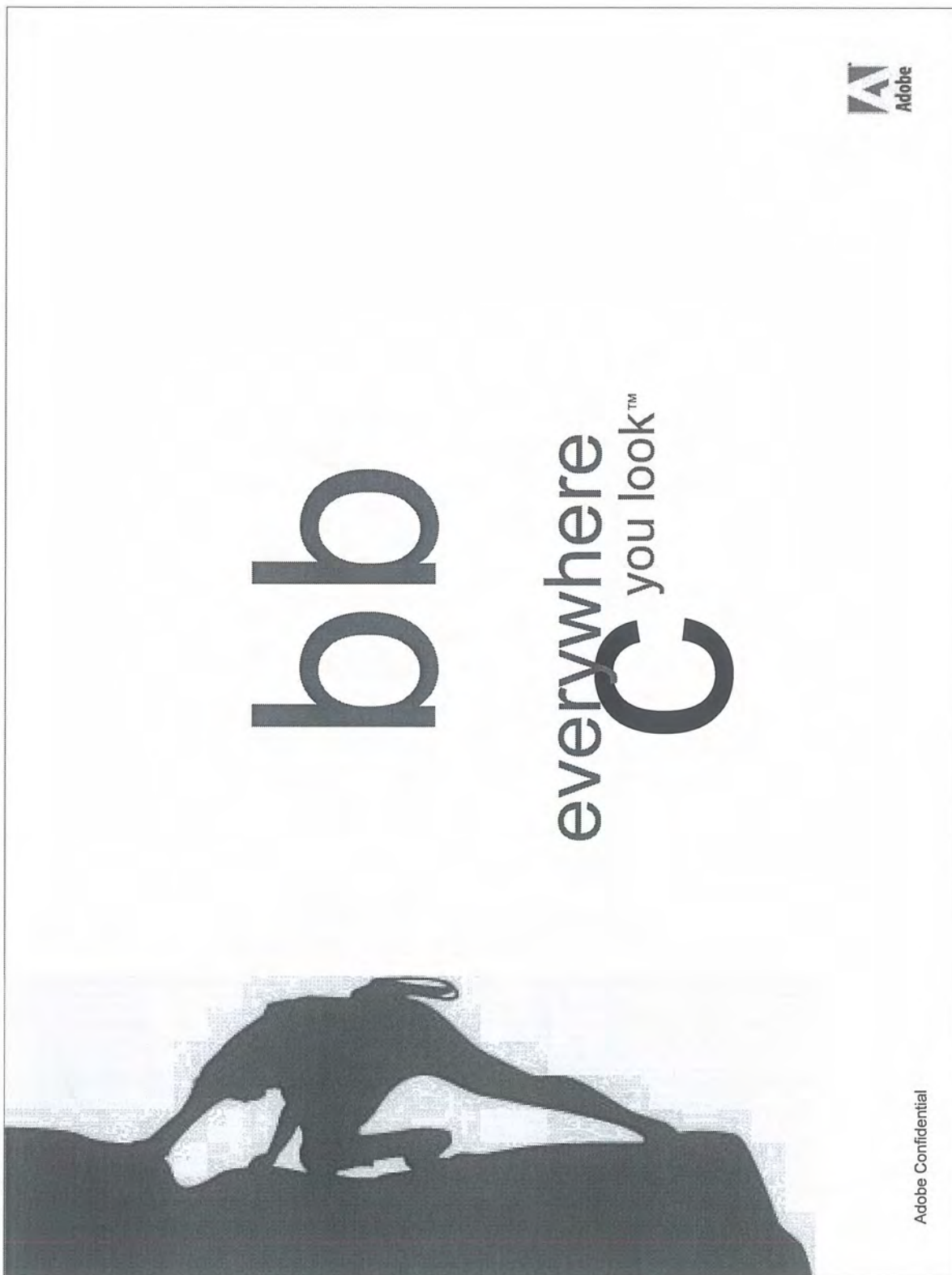
## **Declined Offers – Closing Thoughts**

- **Are we limiting our ability to attract able to attract A's, especially in the Enterprise?**
- **Do we seek candidates in the comfort zone when top talent tends to want to move to stretch zone**
- **Can we grow without this talent?**
- **What is the revenue impact?**
- **Are we winning the talent war?**
- **Do we have the best people?**
- **Are the competitors winning the talent war?**
- **Do we want the left-overs from Yahoo, Google, Salesforce and Apple, etc....?**

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